The Management and Maintenance of High-rise Multi-family Housing Stock

Approaches and Strategies for Sustainability

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What role plays the existing housing stock in achieving SDG11/NUA?

Stock of housing opportunities
Locational and infrastructural advantages
Stock of secondary housing market
Transferable Stock of Properties
Aging & Renewing Housing Stock

Rental Housing Options
Home Ownership Options

Supply of Affordable Housing Options at Scale

Government Policies
What does cause the failure of housing solutions?

- https://www.youtube.com/watch?v=t29fgA5M7VA

OST Koyaanisqatsi (Godfrey Reggio, 1982), by Philip Glass

Photo: Pruitt Igoe destruction

Ko-yaa-nis-qatsi (Hopi language): 1. crazy life; 2. life in turmoil; 3. life out of balance; 4. life disintegrating; 5. a state of life that calls for another way of living.
5.

Housing Policy & Government Intervention: new stock x Existing Stock
HOUSING Problem Needs Assessment

Existing Stock

Different Problems
- Homeless
- Crowded Housing

Risk Areas Occupants
- Very Poor
- Low Income
- Middle Income
- High Income

Maintenance Management
- Homeowning
- Rented Housing
- Dilapidated Public Housing

NEW Stock

Different Demands
- Newly Married
- Population Growth
- Migrants

Different Solutions

Programmes
Government Policies in The Netherlands

Diagram illustrating the existing and new housing stock, categorized as owner-occupied and rented-occupied.
Government Policies

Housing Sector

Social Rented Sector
- Social Housing Associations HA's

Private Rented Sector
- Municipalities LG
- Private Individual Landlords

Ownership Sector
- Institutional Investors (Pension Funds, Insurance Companies)

Government Policies
Housing Maintenance

Social Rented Sector

- Social Landlords in charge of maintenance and management.

Private Rented Sector

- Private, institutional and Commercial Landlords in charge of Maintenance and Management.

Ownership Sector

- Owners Associations in charge of maintenance and management of the multi-family buildings.

Housing Associations & Property Management Companies

Obligations & Responsibilities of homeowners.
1 out of 3 Czech Republic Family lives in a panel building
BUT

Communal spaces and communal property suffering from neglect in maintenance.

Why?
Maintenance and Management of the Existing Multi-family High-Rise Housing Stock

What property owners/households are able to do on their own?

What property owners/households are not able to do on their own?
Maintenance and Management of the Existing Multi-family High-Rise Housing Stock

Individual Responsibility

Collective Responsibility
Result (2006)

- Underinvestment in maintenance
- Estimated backlog: € 400 Billion
- Programme of Refurbishment at current tempo will last over 40-100 years.

Source: VROM, 2005; PRC Bouwcentrum, 2006
Source: Plan, 1976, in Frank Wassenberg, OTB/TU Delft, 2005
4. The Housing Stock:

Owner X Rented Occupation.
Western Europe & North America
- Spain: 82%
- Ireland: 79%
- Portugal: 75%
- Greece: 74%
- Italy: 73%
- Malta: 70%
- United Kingdom: 69%
- United States: 69%
- Belgium: 68%
- Cyprus: 68%
- Luxembourg: 68%
- Canada: 66%
- Finland: 63%
- France: 57%
- Netherlands: 56%
- Austria: 51%
- Denmark: 49%
- Germany: 45%
- Sweden: 38%

Central and Eastern Europe
- Albania*: 100%
- Montenegro*: 98%
- Serbia*: 97%
- Estonia*: 97%
- Romania*: 96%
- Hungary: 94%
- Bulgaria*: 93%
- FYR Macedonía*: 92%
- Lithuania: 92%
- Croatia*: 91%
- Slovak Republic: 87%
- Slovenia: 85%
- Bosnia & Herzegovina*: 84%
- Croatia*: 84%
- Estonia: 79%
- Latvia: 77%
- Poland: 79%
- Czech Republic: 70%

Commonwealth of Independent States
- Uzbekistan**: 98%
- Kazakhstan**: 97%
- Kyrgyzstan**: 97%
- Armenia***: 96%
- Georgia***: 92%
- Tajikistan**: 92%
- Azerbaijan**: 92%
- Belarus***: 90%
- Turkmenistan**: 83%
- Ukraine: 79%
- Russian Federation***: 75%

Source: UN-HABITAT, 2008; estimates based on data from: MoIIRC for EU-25, *Tsenkova (2005) for SEE, **UNECE database and Duncan, 2005 for CIS.
% home ownership

KEY QUESTION

How to organize “repair & maintenance” in the high-rise multi-family housing stock?

How to establish practical, legal and financial arrangements that help apartment owners to fulfill their individual responsibilities for repair & maintenance in multi-story & multi-family apartment blocks in a sustainable manner??
6.

Understanding the Housing Problem is the first step:

Key Technical Elements:

- Structured walls
- Roof
- Foundations
- Facades
- Basements
- Staircase
- Entrance
- Corridors
- Accesses
- Laundry room
- Surrounding land
- Elevators / lifts
- Common space for heating & boilers

Every owner has the right to have say in decisions over management.
Corridors  Staircases  Elevators  Facades

Roof  Land  Individual Property  Foundations & Pillars  Structural walls

Apartment 1  Apartment 2  Apartment 3  Apartment 4  Apartment 5  Apartment 6  Apartment 7  Apartment 8

Lift 1  Lift 2

Pipes & Networks

Claudio Acioly Jr. / UN-HABITAT
The PROBLEM?

POLICY

M

P

F

MANAGEMENT

FINANCIAL
Government support roles & responsibilities

Owner Occupants

Regulatory and organisational frameworks. Support to owners. Collective arrangements, common property management

Financial support, credit provision, programme support.
Binding Decisions

Building Consensus

AFFECTS ALL WHO AGREE OR DISAGREE

Resident Participation is a MUST!

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7.

Defining the Strategy:

Getting the best of homeowners, governments and private & non-governmental players is the way forward.
Key Technical Elements:

- Co-owners
- Pipes & Networks
- Constraints and Choices as standards, materials, costs, etc.
- Building Consensus
- Binding Decisions

Every owner has the right to have a saying in decisions over management.

AFFECTS ALL WHO AGREE OR DISAGREE
Every owner has the right to have a saying in decisions over management.

- Constraints and Choices as standards
- Building Consensus

Binding Decisions

AFFECTS ALL WHO AGREE OR DISAGREE

Participation is a MUST!
CHILE:

continuing policy and nearly universal access to housing subsidy enables progress in housing supply.
BRAZIL:
COMPLEXO MORRO CANTAGALO PAVÃO PAVAZINHO – RIO DE JANEIRO
SOUTH KOREA:
CHINA:
8.

The maintenance of the owner occupied social housing stock: it is a private matter but government can and should facilitate it.
Housing Stock Management & Maintenance

- Cyclical Maintenance & Renovation
- Regular Maintenance, repair, safety & cleaning

Contracted Property Management Company

Condominium Officer

Owners Assembly

Appointment & election

Reporting

Homeowners Associations

Regular Maintenance, repair, safety & cleaning
The PROBLEM becomes SOCIAL!

POLICY

- Promote commitment
- Boost social mobilisation

MANAGEMENT

- Housing Alternatives
- Training & Management Support

FINANCIAL

- Support systems
Problem Resolution Involves Many Actors

Central Government

Financial Institution

Municipal Government

NGO

Development Cooperation

Private Sector

Owners
BRIEF CONCLUSION

- Individual Rights & Obligations
- Transparency and Accountability
- Property Valuation is collective interest but benefit is individual
- Legal basis and legitimacy towards third parties

Participation + Elected/Appointed Management + Financial Contribution + Legal Book keeping
FIVE TRENDS:

1. More saying to apartment owners or leaseholders
2. Introduce more responsibilities
3. Push residents to be more actively involved in the management of their common property including surrounding land
4. Clearly defined boundaries between individual and common property
5. Legal provisions to enforce membership and commitment of individual owners to common property management.